

At-Large Review 2 Implementation (ARI) Status Report 2 to the Organisational Effectiveness Committee (OEC)

Date: 20/12/2019

Executive Summary

This second report on the continued progress of the At-Large Review 2 Implementation plan comes to the ICANN Organisational Effectiveness Committee (OEC) a year after our detailed Implementation Plan was presented at the end of Dec 2018 and under six months from our initial At-Large Review Implementation (ARI) Interim Report 1. As with the Initial Report, it outlines the progress of the At-Large Review Implementation Working Group (ARIWG) to the OEC. It has been prepared by the ARIWG, in keeping with the requirement for reports every six months as outlined in the [ICANN Board Resolutions of June 2018](#)¹ and January 2019² which accepted the [At-Large Review Detailed Implementation Plan \(ARI Plan\)](#).

As noted in the original ARI Plan and our previous Report, we remind the OEC that even though these eight sections address targeted specific issues, there are synergies among them. We are pleased to report that implementation for all issues has made progress or significant progress and in some cases, completion has been achieved.

As previously, this Report first outlines and then details the progress and any costs against budget allocation(s) that have been made, within the planned implementation of each of the eight Issues (Nos. 1, 2, 3, 4, 7, 9, 13 and 16). As with the initial interim report, we provide an update of the progress of each of these issues to date and a percentage of progress toward completion, as briefly outlined in the figure below. Noting in particular that the following issues can be reported as three now Complete (Issues 3, 7 and 9), one Substantially Complete/Near Completion (Issue 4), two having made Significant/Progressing (Issues 1 and 13) and two still Underway/Pending (Issue 2 and 16 which relates to Metrics requires completion or substantial completion of relevant issues prior to substantive work being undertaken). Noting that these last two were not scheduled for focussed implementation until Q3-4 2020 in the ARI plan and Initial Report.

¹ [Resolution of the ICANN Board on June 23rd 2018.](#)

Resolved (2018.06.23.15), the Board directs the At-Large review implementation working group to provide to the OEC semiannual written implementation reports on progress against the implementation plan, including, but not limited to, progress toward metrics detailed in the implementation plan and use of allocated budget.

² [Resolution of the ICANN Board on January 27th 2019,](#)

Resolved (2019.01.27.06), the Board directs the At-Large Review Implementation Working Group to provide updates to the OEC every six months. Those bi-annual updates shall identify achievements as measured against the existing implementation plan, as well as details on future implementation plans. It is during these updates that the At-Large Review Implementation Working Group shall provide more details on implementation progress, and measurability. The OEC may request interim briefings if deemed necessary.

Preamble

During the process of the At-Large Review, and in the approved ARI Plan, the ALAC committed to the synergies that would result in a total effect greater than the sum of its parts.

The leads of the 8 issue areas convened small work teams within ARIWG to further initiate and complete the required steps. All convened as required. However, at this reporting milestone, only two are currently convened: 1) the Issue 2 Work team to work on ALS mobilization; and 2) the ALAC Sub Committee on Metrics. This latter group has formally reconvened and has welcomed several members of ARIWG to ensure the focus on Issue 16 progresses as needed over the following months with the aim of completing the key Issue Implementation activities that are a prerequisite to the ongoing Metrics work.

This Report offers an update and progress reporting on the implementation as discussed by their work teams and the ARIWG between June and December 2019. Relevant links to the wiki pages that act as the ongoing repository for this work, should further investigation or analysis be required/desired, are included.

Introduction

Background - Purpose of this Report

The ARIWG [Wiki workspace](#) since our last Report has reduced its meeting activities outside of progress reporting and presentations at update opportunities with the wider ALAC and At-Large as the small teams relating to various issues completed or progressed their implementation still records activity details and updates within the dedicated wiki. The ARIWG is chaired by the ALAC Chair, Maureen Hilyard, who is assisted by two previous ALAC Chairs, Alan Greenberg and Cheryl Langdon-Orr, as *ex-officio* members given their specific review experience and expertise. Observers to all meetings and work track activities and email lists have been welcome. These observers are requested to have their names listed if possible, and are people from the ICANN Community who are subscribed as *READ ONLY* to mailing list(s), and are welcome to attend any meetings held but who are not involved in any consensus calls or votes of the ARIWG.

The purpose of this Report is to provide an overview and detailed update and progress report on the completion status of Issues specified in the [At-Large Review Detailed Implementation Plan](#) presented to the OEC on Dec 23, 2018 and [accepted by the ICANN Board in January 2019](#).

At-Large Review Implementation Working Group (ARIWG) Status Report 2 on Progress

Section 1 - Overview of Progress on Implementation

The ARIWG is pleased to report that progress has been made in the implementation of all eight Issues being focused upon from the ARI, and all but one Issue have achieved 'Completion', 'Significant' or 'Near Completion' status. This status is outlined in the following section and more completely detailed in the link to each of the Issue Dashboards on Wiki workspaces.

Links to Wiki work spaces for [At-Large Review Implementation Plan Development](#) and Work Track Issues list showing current Work Track Leaders and activities to date.

» [Issue 1](#) ALAC Advice - Quality vs. Quantity and clear definitions of various inputs, rework the website and Wiki to ensure that our "Policy Advice" pages are accurate and understandable. (Issue Leaders: Jonathan Zuck & Evin Erdoğdu)

» [Issue 2](#) Improvements to and demonstration of efficiencies and effectiveness of member participation and engagement, revitalizing At-Large and making it more effective and more credible and to better reflect the mission of At-Large, to act in the best interests of Internet end users. (Issue Leaders: Alan Greenberg & Maureen Hilyard)

» [Issue 3](#) Staffing resources, review and redistribution as required if disproportionately concentrated on administrative support; staff should have greater capacity to support preparation of policy advice. This may require a shift or development of skills among At-Large Staff as well as additional staff. (Issue Leader: Heidi Ullrich)

» [Issue 4](#) ALAC and At-Large Leadership, better communication regarding the role and activities of the ALAC Leadership Team (ALT) ensuring that it is clear what the ALT does and does not do. (Issue Leader: Maureen Hilyard)

» [Issue 7](#) ALAC/At-Large Working Groups, Improvements to Web and Wiki records, including rationalisation of WG structure and function, a one-stop shop or dashboard to direct potential participants to active working groups (Issue Leaders: Ricardo Holmquist & Maureen Hilyard)

» [Issue 9](#) Increase of the At-Large Community awareness and staff training, regarding the use of social media. Staff to undertake skill development in the area of social media, working cooperatively with ICANN Communications social media specialists. (Issue Leaders: Heidi Ullrich & Evin Erdoğdu)

» [Issue 13](#) Creation of an 'event and engagement opportunities / resources and resource use portal', in a single online location, which amongst other things, will point to travel funding opportunities and documentation of what resources were ultimately distributed, to provide for more systematic RALO participation in regional events. (Issue Leaders: Daniel Nanghaka & Alberto Soto)

» [Issue 16](#) Performance Metrics, as relevant to each activity in which At-Large participants are involved in order to measure the effectiveness of our processes as well as the actual involvement of active participants. (Issue Leaders: Cheryl Langdon Orr & Gisella Gruber)

Measurable progress including start and end dates as per ARI Table 1 noting any planned and or additional activities, or dependencies.

Issue ID	Start Date	Proposed End Date	Status (% completed)	Notes
1. ALAC Advice	17 December 2018	15 March 2020	Considerable progress toward completion (80%)	Work Track activity for this Issue, is planned to follow on from the furthering/completion of the Web and Wiki update working Q3/4 2020
2. Member Engagement and Criteria	22 April 2019	30 September 2020	Underway (25%)	Work Track activity is in early stages with white paper discussions and some outreach meetings with the community as previously reported main focus of work is planned for Q3/4 2020
3. Staffing	17 December 2018	30 September 2019	Complete (100%)	A part-time temporary resource joined the At-Large support team in September 2019.
4. ALAC and At-Large Leadership	17 December 2018	30 October 2019	Near completion (95%)	Latest update to ALAC Organisational Chart was adopted at the 2019 ICANN AGM
7. Working Groups	17 December 2018	16 December 2019	Complete: (100%)	Q2 2020 saw the latest consolidation of WGs and we have established that the post-ATLAS III activities will use these existing WGs
9. Social Media Use Training	17 December 2018	23 June 2019	Complete (100%)	Added options for follow up and ongoing or continuous improvements of skills as well as any metrics to dashboard and Issue 16.
13. O and E Dashboard	22 April 2019	30 September 2020	Considerable progress toward completion (80%)	Q3/4 2020 focus once dashboard deliverables are specified and created such as page visits etc., add also to Issue 16
16. Metrics	27 November 2018	30 September 2021	Underway (25%)	Note as previously reported work planned to gain focus Q3/4 2020

Table 1. Issues List, Milestone dates and Progress to date

Issues as per ARI Table 1 shown as percentage of progress towards completion.

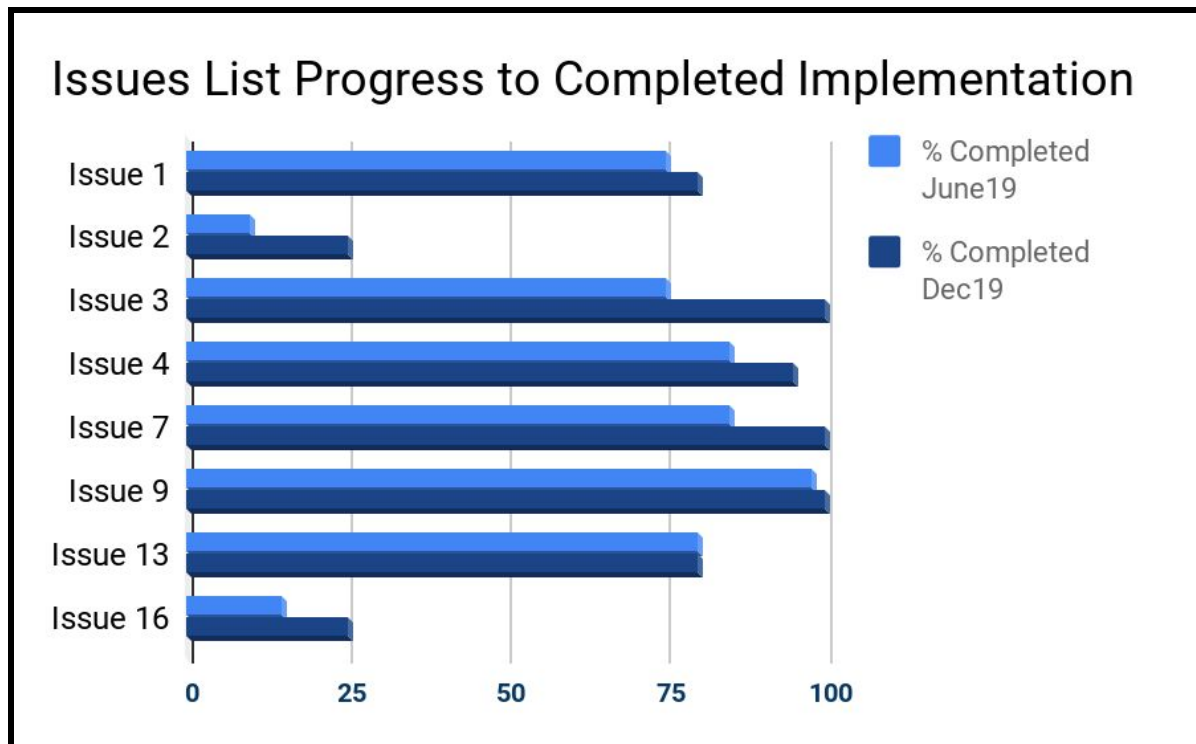


Fig. 1 Issues List, against percentage of progress towards completion graph.

Section 2 - Detailed Progress Report, on an Issue by Issue Basis

Issue 1 - ALAC Advice Quality vs Quantity.

Progress to date 80 %: Costs against allocated funds from Budget to date are within existing departmental budgets.

Considerable Progress: This is one of the recognised issues that the Community, ALAC and At-Large had already noted the cause of and had prior to the At-Large Review 2 [Final At-Large Review Recommendations Feasibility Assessment & Implementation Plan](#) (FAIP) and ARI started to remedy. Specifically, as proposed and approved by the Board, At-Large staff, under the direction of At-Large leadership, has already begun to rework the website and Wiki to ensure that our “Policy Advice” pages are accurate and understandable. Further that recently and ongoing ALAC Statements, Public Comments and Advice are clearly classified and that the classification of each type is clear.

The ALAC document database, and therefore the Implementation on this matter has progressed well having already begun prior to ARIWG activity and is part of the ALAC’s continuous improvement process. As stated ARIWG work will continue throughout 2019 and 2020 with a specific focus of the small Work Team during Q3 and 4 of 2020, and well tested

and socialised before formal review in 2021. There are two main aspects in this issue to address:

1. Confusion about the type of document (i.e., “Advice” vs “Comment”)
2. The “End user” justification for intervention.

Accordingly, At-Large staff, together with At-Large leadership, have now categorized the majority of the existing documents on the [Policy Summary page](#) on the At-Large website as advice, public comment, correspondence, etc. Thus, this information on ALAC policy advice statements is now presented in a more granular fashion which is more easily identified and understood. Additionally, enhanced tools have been included with which to filter search results based on the main At-Large categories. These improvements to how ALAC policy advice statements are categorized has resulted in not only increased transparency, but also the number of active participants in the CPWG.

In addition to more clarity on the At-Large Website and Policy Wiki Workspace, significant progress has been made to highlight the potential impact of ICANN policies on individual Internet Users. This includes the following: 1) Development and use of At-Large Talking Points during ICANN Meeting to facilitate At-Large speaking with one voice in public meetings. These Talking Points have taken into account the various regional views within the At-Large community and been reviewed by the CPWG and the ALAC (see: [ICANN66 Talking Points](#)). 2) A series of At-Large policy sessions during ICANN Meetings that focus on single topics of ICANN policies. This allows the At-Large leadership to gain both a deeper understanding and broader perspective from policy experts; and 3) Creation of the [At-Large Policy Platform](#), which will be a dynamic document that highlights the top ten policy issue priorities for At-Large and identifies the potential end user impact.

Thus, the two goals that have been addressed, and will continue to be focused on within Issue 1 are:

(1) Confusion about the type of document (ie “Advice” vs “Comment”)

Progressing: Historic ALAC Advice & Comments (found on the [At-Large Policy Summary](#)).

Completed: New [Executive Summaries: ALAC Policy Comments & Advice](#) page differentiates between ALAC comment, advice and correspondence, with tags and posts since ICANN60.

Completed: ALAC Advice & Comments marked accordingly since ICANN60 on At-Large website (found on [At-Large Policy Summary](#)).

Currently used At-Large Policy Resources:

- [At-Large Capacity Building Workshop - An Introduction to Policy Development at ICANN](#)
- [2019 ALAC Policy Comments & Advice](#)
- [At-Large Policy Summary](#)
- [At-Large Executive Summary page](#)
- [Multistakeholder Advice Development graphic](#)
- [Consolidated Policy Working Group \(CPWG\)](#)

(2) The “End user” justification for intervention

Now in Regular use: ALAC Hot Policy Topics Document (Jonathan Zuck & Joanna Kulesza presented a draft at ICANN65 which was again utilised at ICANN66 with plans to continue)

Completed: New (ongoing) system of ICANN meeting "Talking Points" for At-Large community members (started at ICANN64), and At-Large Policy Workshop(s) (started at ICANN64).

Completed: At-Large Consolidated Policy Working Group (CPWG) presentation format for penholders, weekly meetings.

Progressing: Request to ICANN product development team to update At-Large website with "sub-type" filters. And follow up with the ICANN Board Operations team regarding historic ALAC Advice/Statements/Correspondence. In progress, will be reported on in June 2020.

Issue 2 - Improvements to and demonstration of efficiencies and effectiveness of member participation and engagement revitalizing At-Large.

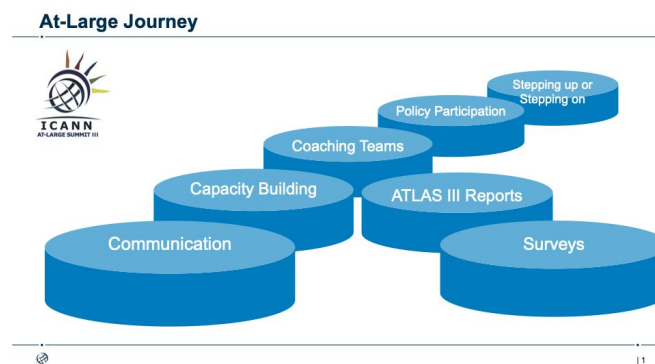
Progress to date 25% : Costs against allocated funds from Budget to date N/A

Progress on this implementation has yet to begin. It is expected that the following steps will begin now in Q1 of FY20 and run throughout the life of the ARI:

Completed: Reconvene the ALS Criteria and Expectations Task Force (Co-Chairs: Alan Greenberg and Maureen Hilyard).

Completed: Call for new members to develop a workplan for undertaking the following objectives for this working group

Progressing: Implementation steps 1-4, (that in our last report were only in the initial stages, nor in any way completed), have progressed substantially and the attention of the OEC is drawn to the associated and groundwork paper [‘ALS Mobilisation Plan’](#) being currently discussed and socialised within At-Large. Implementation steps 5-7 are in the initial or less than 20% completion stage, but all have begun (often in association with ATLAS III work) and will be a prime focus of the ARIWG Work Team and At-Large during the 2020 Q3 and 4, specifically including the direct involvement of the ATLAS III participants in their role of ‘At-Large Ambassadors’ as their ‘stepping stone’ journey begins.



The table 2.2 following outlines the proposed Implementation Steps 1-7 (5-7 being focus for Q3-4 2020)

Proposed implementation steps:	<ol style="list-style-type: none"> 1. Review, enhance if applicable, and agree upon outcomes of the ALS Criteria and Expectations 2. Based on these results refine the ALS application and approval process and put in place the regular review of existing ALSes. This may require some ICANN Bylaw amendments. 3. Establish comparable criteria and process for individual unaffiliated membership. 4. As part of these processes establish the repository of skills and interests to draw upon when particular ongoing volunteer work efforts are staffed. 5. Develop the process to be used for the development of material to be distributed to our volunteer community world-wide 6. Develop a road-map through the multitude of ICANN Learn courses and other primer material to help those interested to get up to speed (Podcasts, YouTube channel, webinars, etc.). 7. Develop a network of coaches and mentors so those who show some interest in getting involved are not left on their own.
Metrics (and these require linkage to Issue 16.)	Metrics will monitor ALS and individual involvement. The number of ALSes and individual members along with their level of activity will allow for monitoring of the overall changes in At-Large. Specifics will be developed under the ARI Issue #16.

Table 2.2 - Issue 2 Steps and Metrics

Issue 3 - Staffing resources, review and redistribution as required.

Progress to date 100% : Funds were allocated within the FY20 budget.

Completed: This Issue was specified as one that was to look for opportunities to utilize and develop the skills of At-Large support staff in the use of Social media, whilst ensuring that the positions taken by At-Large represent solely those of end-users. As well as to ensure that the volunteer community has sufficient support services to be able to best utilize their volunteer time.

Furthermore, it was noted that this would then require or allow a shift or development of skills among At-Large Staff as well as additional staff.

The ARIWG identified that the equivalent of at least one FTE with relevant policy, technical and membership skills was needed to ensure the successful implementation of the aims and objectives of the ARI. In August 2019, Alperen Eken joined the At-Large Support Team as a temporary part-time resource based in the ICANN Washington, D.C. office. He has worked closely with the At-Large leadership and ICANN org staff in developing the At-Large Regional Policy Engagement Program (PEP) which will include greater communication and collaboration between At-Large support staff, GSE Regional Vice Presidents and the Regional Leadership in order to ensure more effective engagement and policy advice development for all At-Large Structures and Individual Members. Alperen will work to begin full implementation of the PEP in January 2020. Alperen also was a support for the third At-Large Summit (ATLAS III) in Montreal in November 2019. He carried out interviews with ALS and individual members to gain data into

their experience as At-Large community members. He also has led the development of the post ATLAS III Survey and Report Templates.

At the same time, both relating to, and facilitating the significant increase in RALO activity, including regional Working Groups and the significant growth in At-Large Structures and Individual members, a realignment in the staff management of the five RALOs was made. Silvia Vivanco, At-Large Regional Affairs Senior Manager, who had previously managed all five RALOs, is now focusing on three RALOs (AFRALO, LACRALO and NARALO). Gisella Gruber, Manager, At-Large Relations and Operational Support, is now supporting APRALO and EURALO. This realignment will allow for more effective support of the RALOs, their regional leadership, Working Groups and a greater focus on the ALSes and Individuals within the RALOs.

Issue 4 - ALAC and At-Large Leadership better communication regarding the role and activities of the ALAC Leadership Team.

Progress to date 95%: Costs against allocated funds from Budget to date are within existing departmental budgets.

Building on the work with members of the ALAC and At-Large Staff to ensure both a better understanding of and better communication of the role and activities of the ALT, this issue focused on ensuring that it is clear what the ALT does and does not do. This was explained in the new Organigram which was agreed to by the ALAC and At-Large Leadership during ICANN66. On each At-Large wiki web-page is a [GATEWAY](#) which gives wiki users quick access to key At-Large activities. The [At-Large Governance page](#) is developing a list of key resources relevant to regional as well as ALAC leadership.

This Issue is **substantially completed but still subject to web-page update audit.**

Completed: Implementations Steps 1, 2 and 3

Steps 1 and 3 which were substantially complete at our last report, have been completed

- 1 *“... an At-Large Governance Webpage on the At-Large Website that includes the At-Large Organigram with links to other sections of At-Large, for example ALAC webpage, RALO webpages, Policy Comment pages, Active Working Groups related to Policy, O&E and ALAC Org;”* and
- 3 *“... communication links between the various structures. ALAC and ALT+ meetings; Email lists and who they consist of; Skype chat groups involving the ALAC Chair, ALAC and ALT+; RALO meetings and newsletter Community wiki pages”*

Step 2 is completed since our last Report and implemented in the 2020 ALAC Organisational Chart development and supporting materials *“... short descriptions of the roles and responsibilities of the ALAC, At-Large Leadership Team (ALT+), Regional Chairs, Liaisons, Former ALAC Chairs, and the Chairs of the workstreams - Policy, O&E and ALAC Org”*

ALAC Organisational Chart 2020

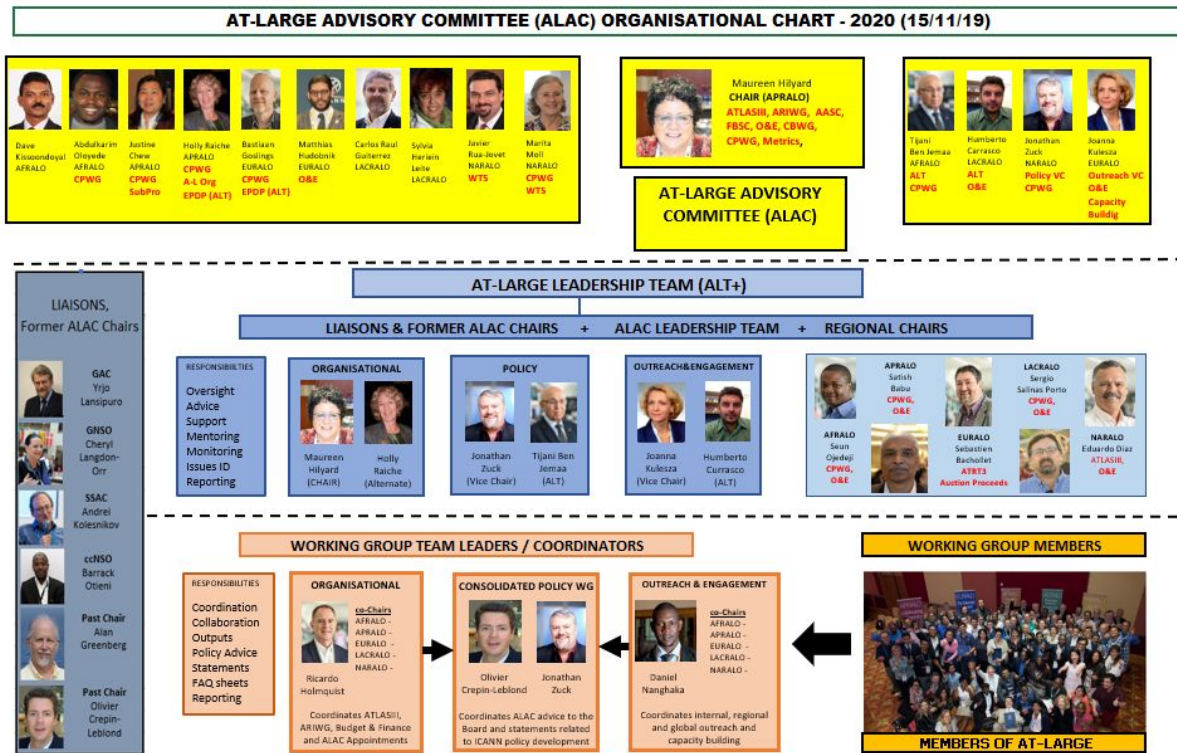


Fig 2 ALAC Organisational Chart 2020 see <https://community.icann.org/display/AG/At-Large+Governance+Home?preview=/99485094/120820994/2020%20Organigram%20structure-%2015-11-19.png>

Issue 7 - ALAC/At-Large Working Groups Improvements to Web and Wiki records, including rationalisation of WG structure and function including the development of a one-stop shop or dashboard.

Progress to date 100 % : Costs against allocated funds from Budget to date are within existing departmental budgets.

Completed: This Issue specified it would further the ALAC's review and rationalisation of the listed WGs, ensuring that the ones we have are active and relevant. Staff and members of the ARIWG work track have also started the process to revamp the web listing of Working Groups (WGs), Task Forces, etc., (collectively Groups) and Wiki presence to ensure that all WGs are properly represented and documented. Groups no longer active have been segregated, but are still documented for historical or archive purposes.

These changes are already reflected in the development of the Organigram now in its second iteration for the 2020-21 ALAC/At-Large Team. Additionally, the successful Consolidated Policy Working Group (CPWG) has benefited directly with a significant yet still growing number of committed Policy contributors becoming involved in the weekly meetings (as listed in the [Weekly Meeting Reports](#) under attendance). These volunteers work together

on the preparation of ALAC policy advice. While developing its own operating procedures over the last 2 quarters, the CPWG has continued to provide an overarching umbrella group for discussing ICANN policies that impact Internet end-users.

The Outreach and Engagement Sub-Committee, on the other hand has a specific set of Work Tracks that prepare capacity building and outreach activities for both within and outside of ICANN. The Organisational stream works similarly with its ARIWG and ATLASIII working groups. The ALT has also begun to establish goals and objectives for each of the three streams of At-Large activity, so that there is clear direction and opportunity for member participation, engagement and leadership.

Considerable progress toward completion has been made since the First At-Large Review Status Report in relation to the wiki page listing and the web pages have also progressed further towards being updated and audited. Specifically Staff, with input from At-Large leadership, ensured that the At-Large website clearly identifies classes of workgroups and identified those for which general community participation is still encouraged, has been completed. Membership of Groups is now reviewed and renewed annually, and the wiki and web pages updated accordingly (currently underway for Groups continuing in 2020).

This work also needs to be ongoing beyond ARIWG but has progressed to the reportable implementation progress to **“Completion”** at the time of the writing of this second report.

Issue 9 - Increase of the At-Large Community awareness and staff training regarding the use of social media.

Progress to date 100% : Costs against allocated funds from Budget to date are within existing departmental budgets.

Completed: This Issue was almost completely implemented at the time of writing the Initial report and was fully completed at the beginning of the ICANN Marrakech meeting, on 23rd June. The training, taught by ICANN Communications Staff, involved ICANN Staff beyond those in support of At-Large. The training including both a Social Media session and Blog Session.

The Training Session covered the following items:

1. Social Media Training
 - a. Overview of Social Media
 - b. What Makes an Effective Tweet
 - c. What Makes an Effective Facebook Tweet
 - d. How to Post a Tweet
 - e. How to Publish a Facebook Post
 - f. How to Measure the Effectiveness of you Social Media
 - g. How to Amplify your Social Media Post
 - h. Exercise - Practical application

2. Blog Session
 - a. Why is Good Writing Important
 - b. Policy Blog Homework Review
 - c. What is Your Goal? Who is your Audience?
 - d. Basics of Good Writing
 - e. Editing and Rewriting
 - f. ICANN Resources
 - g. ICANN Style Guide
 - h. How to Write a Blog
 - i. How to Get a Blog Published on ICANN.org

In addition, all staff were requested to complete two assignments prior to the training. These assignments were reviewed during the training.

A detailed report of the training and note of any measurables for ongoing success in the training or review points has been added to the [Issue Wiki page](#).

***Costs and expenditure for this training were covered in a budget outside of that for At-Large/Policy or ARI specific requests.**

Issue 13 - Event and engagement opportunities, resources and usage portal.

Progress to date 80%: Costs against allocated funds from Budget to date are within existing departmental budgets.

Considerable Progress: Development of a single location (Wiki or website based) which will point to travel funding opportunities and for links to documentation of what resources were ultimately distributed for use in outreach and engagement. This will provide a more systematic documentation of RALO participation in regional events.

This Issue has continued to undergo substantial implementation, though planning was originally done in relation to the FY19 Budget general allocations, rather than any specific to ARI work, noting the following points:

- Data was available on utilisation of the RALO Discretionary Funds and the respective events attended and local engagement activities .
- Staff resources were available for the creation of the travel dashboard.
- Following implementation of the travel dashboard, if At-Large continues to build upon the dashboard for outreach and engagement purposes, an agreed method for closer collaboration with At-Large members of the Sub-Committee on Outreach and Engagement, Senior At-Large support staff and GSE regional staff/offices will be required.

A sampling of the easy to read and graphic clarity that this dashboard style presentation of analysed data is shown with the following excerpt from materials new collated in a dedicated [Wiki workspace area](#) showing analysis of 2019 usage of RALO Discretionary Funding and CROP activities.

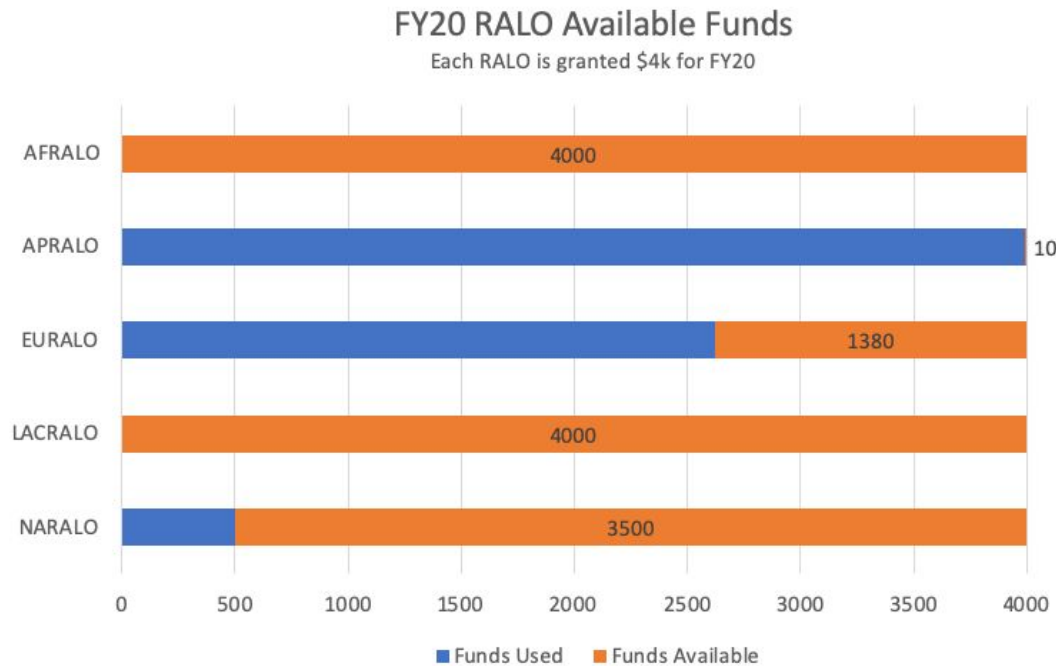


Fig. 4 A detailed breakdown on specific utilisation of the funds can be found at the [FY20 RALO Request For Funding to Support an Outreach Activity Workspace](#)

Issue 16 - Performance Metrics General to Member and ALS Participation and Specific relating to other Recommendation Implementation from ARIWG.

Progress to date 25% : **Costs against allocated funds from Budget will be from existing departmental budget.**

Since the initial publication of the FAIP and ARI documentation, the ARIWG has been advised by ICANN Staff that the impending role out of a 'state of the art' implementation of a CRM tool throughout ICANN.org should aid in reducing the staff resources required for the collection of many of the metrics envisaged to be useful or required for use by ALAC/At-Large.

The timing of this rollout of the 'Salesforce' CRM tool for use with ALAC/At-Large to manage At-Large membership metrics is not as early in the programme as we expected and hoped for August 2020. However, as indicated in our earlier report, once implemented this tool is expected to improve the future efficiency of the process as well as contribute to the Metrics activities outlined within our ARI, including but not limited to the selection of methodology for scoring identified performance metrics.

This is relevant to each activity in which At-Large participants are involved in order to measure the effectiveness of our processes as well as the actual involvement of active participants.

Whilst the metrics from other relevant Implementation tasks are being identified for Issue 16. The leadership of the ALAC Sub Committee on Metrics and ARIWG, along with relevant At-Large staff, have begun preliminary work on scoping. Further it is expected that the establishment of the ARIWG membership cadre within the reconstituted ALAC Metrics Sub Committee, will ensure this Issue is fully integrated into our ARI.

Some issues have already been yielding metrics for example those associated with Issue 13 to date:-

Metrics Issue 13	Available to date https://community.icann.org/display/CRALO/RALO+Requests+for+Funding+to+support+an+Outreach+Activity
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It is planned that further and substantive work will be undertaken as shown in table 2.8 below in FY20 Q1 / Q2 with the following steps:

Proposed implementation steps:	<ol style="list-style-type: none"> 1. Metrics WG will propose performance metrics for ALAC Members, Liaisons and Appointments (beyond those specified in the Rules of Procedure); Regional Leadership; ALSes; ALS Representatives, ALS Members and unaffiliated individual members of RALOs 2. Each of the items in this implementation plan is expected to provide appropriate metrics that will assess the achievement of the objective of the approved proposal 3. Each of the three streams of At-Large activity (Organisational, Policy and O&E) will establish a goal with measurable objectives which can be evaluated at the end of the year to assess achievement of the workstream objectives during each year.
Metrics	<ol style="list-style-type: none"> 1. Achieve a Significant Level of Support for the proposed Metrics by the At-Large community by June/July 2020 2. Establish ALAC/At-Large Metrics Project Plan and any initial Budget requests for consideration. 3. Integration of any and all ARI specific Metrics associated with ARIWG Implementation of Recommendations, into a ARIWG Work Track of the Metrics Sub Committee ensuring that transparency in reporting occurs. 4. Socialisation and implementation of Metrics Project Plan from Dec 2019 through to June/July 2020

Table 2.8 - Issue 16 Steps and Metrics

Section 3 - Next Steps and general expectations over the next six months.

The next steps in Implementation and Reporting in FY20 Q3 and Q4, will be primarily focused on the work on Issue 2 and the Metrics for Issue 16, in addition to the furthering and planned completion of the other listed issues. It is also planned that in the pending 3rd Progress Report to the OEC in June 2020 it is envisaged that identification of any further and ongoing work planning will also be identified along with any readjustments or changes needing to be made to any progress planning.

In the case of dashboard development or web-page updates, the availability of ICANN.org resources being provisioned in that time period will be a limiting factor for progress.

Regardless it is expected that all recommendations will be completed or substantially completed by the time of our June 2020 At-Large Review 2 Implementation Status Report 3.

As Issue 3 was completed, and additional staff allocation of a part-time temporary resource was engaged, it should be noted that this additional staff support has been specifically focused on work that progresses Issue 2 'Efficiencies and Effectiveness of Member Participation...' Which in turn freed up specific staff expertise for reallocation to other aspects of our Implementation plan program. Progress on these was particularly contingent on the re-apportioning of available At-Large staff resources to these tasks, and so in this report we are pleased to note for the OEC that this 'dependency' has been effectively 'worked through'.

We do, however, continue to recognise and appreciate the developing work within the Global Stakeholder Engagement (GSE) team within the soon to be implemented At-Large Regional Policy Engagement Plan (PEP), which will include greater collaboration and communication of GSE Managing Directors and Regional Vice Presidents, At-Large Regional Support staff and At-Large Regional Leadership in order to encourage and support ALS and individual member participation within the regions. We are confident that the PEP will also contribute in the medium and long term to the further advancement of Issue 2.

Further, it should be noted that, the deviation (a delay from our original expectations) in the timing of the introduction and use of the Salesforce CRM tool (as well as any as-yet-to-be-determined or degree of customisation required for this to be optimised), will have a negative or to some extent limiting effect on what we had previously identified as a boon to our Implementation progress and metrics work.

Therefore, a recalibration of timing on these matters may need to be undertaken by the ARIWG, and if needs be, milestone dates or prioritisation adjusted accordingly, over the next six months, especially if there are as yet unknown resourcing costs or limitations associated with such customisation.

Section 4 - Conclusion and links to Wiki workspaces other reporting.

In conclusion, as highlighted in this At-Large Review 2 Implementation Status Report 2 to the OEC, we do not believe there are any particular concerns or unexpected issues that require remediation or flagging at this time. We are also confident that whilst staying within the planned progress parameters for the completion of our At-Large Review Implementation Plan, any such concerns should be identifiable in the 3rd Progress Report in June 2020. We, of course, continue to remain fully available to the OEC to discuss this report and any other matters further, should the need arise, but would value the opportunity to meet with the OEC, or particular members thereof, to more fully discuss our progress and update informally on our ARI progress, perhaps during the March 2020 ICANN67 meeting in Cancún, or if desired earlier at the OEC's convenience. In the interim we trust that the OEC and other interested parties will avail themselves of the ability to track and update on our activities with the regular ARIWG meetings being held and reported on from this [Wiki work-space](#) and of course for any particular Issue of interest by following the included links on each Issue's Wiki page and dashboard.

Appendix 1

Key At-Large Policy Tools Developed as part of the At-Large Review Implementation

- [Resources](#)
 - [At-Large Policy Advice Development Wiki Page](#)
 - [At-Large Website Policy Summary](#)
- [Additional and/or Archived Resources](#)
- [Monthly Reports](#)
- [At-Large Consolidated Policy Working Group Position Development Process](#)

